



May 1, 2019

GFA # 34530-45720

TECHNICAL RESPONSE ORIGINAL

GRANT FUNDING ANNOUNCEMENT ATTACHMENT D.1

TECHNICAL RESPONSE & EVALUATION GUIDE

SECTION A: PASS/FAIL ITEMS. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below.

The Solicitation Coordinator will review the response to determine if the Mandatory Requirement Items are addressed as required and mark each with pass or fail. For each item that is not addressed as required, the Proposal Evaluation Team must review the response and attach a written determination. In addition to the Mandatory Requirement Items, the Solicitation Coordinator will review each response for compliance with all RFP requirements.

PROPOSER LEGAL ENTITY NAME:		WorkForce Essentials, Inc.	
Response Page # (Proposer completes)	Item Ref.	Section A— Mandatory Requirement Items	Pass/Fail
		The proposal must be delivered to the State no later than the Response Deadline specified in Grant Funding Announcement Section 5, Schedule of Events.	
		The proposal must NOT contain any restrictions of the rights of the State or other qualification of the response.	
		A proposal must NOT submit alternate responses.	
Page # 1	A.1.	Provide the Statement of Certifications and Assurances (Grant Funding Announcement Attachment C) completed and signed by an individual empowered to bind the proposer to the provisions of this Grant Funding Announcement and any resulting grant contract. The Statement of Certifications and Assurances must be signed without exception or qualification.	
Page # 1	A.2.	Provide a statement, based upon reasonable inquiry, of whether the proposer or any individual who shall cause to deliver goods or perform services under the grant contract has a possible conflict of interest (e.g., employment by the State of Tennessee) and, if so, describe the nature of that conflict. NOTE: Any questions of conflict of interest shall be solely within the discretion of the State, and the State reserves the right to cancel any award.	
<i>State Use – Grant Coordinator Signature, Printed Name & Date:</i>			

TECHNICAL RESPONSE & EVALUATION GUIDE

SECGENERAL QUALIFICATIONS & EXPERIENCE. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below. Proposal Evaluation Team members will independently evaluate and assign one score for all responses to Section B— General Qualifications & Experience Items found below.

RESPONDENT LEGAL ENTITY NAME:		WorkForce Essentials, Inc.
Response Page # (Respondent completes)	Item Ref.	Section B— General Qualifications & Experience Items
Page #1	B.1.	Detail the name, e-mail address, mailing address, telephone number, and facsimile number of the person the State should contact regarding the proposal.
Page #1	B.2.	Describe the proposer's form of business (<i>i.e.</i> , individual, sole proprietor, corporation, nonprofit corporation, partnership, limited liability company) and business location (physical location or domicile).
Page #1	B.3.	Detail the number of years the proposer has been in business.
Page #1-2	B.4.	Briefly describe how long the proposer has been providing the goods or services required by this Grant Funding Announcement.
Page #2	B.5.	Describe the proposer's number of employees, client base, and location of offices.
Page #2	B.6.	Provide a statement of whether there have been any mergers, acquisitions, or change of control of the proposer within the last ten (10) years. If so, include an explanation providing relevant details.
Page #2	B.7.	Provide a statement of whether the proposer or, to the proposer's knowledge, any of the proposer's employees, agents, independent contractors, or subcontractors, involved in the delivery of goods or performance of services on a contract pursuant to this Grant Funding Announcement, have been convicted of, pled guilty to, or pled <i>nolo contendere</i> to any felony. If so, include an explanation providing relevant details.
Page #2	B.8.	Provide a statement of whether, in the last ten (10) years, the proposer has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If so, include an explanation providing relevant details.
Page #2	B.9.	Provide a statement of whether there is any material litigation pending against the proposer that the proposer should reasonably believe could adversely affect its ability to meet grant contract requirements pursuant to this Grant Funding Announcement or is likely to have a material adverse effect on the proposer's financial condition. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it would impair the proposer's performance in a grant contract pursuant to this Grant Funding Announcement. NOTE: All persons, agencies, firms, or other entities that provide legal opinions regarding the proposer must be properly licensed to render such opinions. The State may require the proposer to submit proof of license for each person or entity that renders such opinions.

RESPONDENT LEGAL ENTITY NAME:		WorkForce Essentials, Inc.
Response Page # (Respondent completes)	Item Ref.	Section B— General Qualifications & Experience Items
Page #3	B.10.	<p>Provide a statement of whether there are any pending or in progress Securities Exchange Commission investigations involving the proposer. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it will impair the proposer's performance in a grant contract pursuant to this Grant Funding Announcement.</p> <p>NOTE: All persons, agencies, firms, or other entities that provide legal opinions regarding the proposer must be properly licensed to render such opinions. The State may require the proposer to submit proof of license for each person or entity that renders such opinions.</p>

GRANT FUNDING ANNOUNCEMENT ATTACHMENT D.3

TECHNICAL RESPONSE & EVALUATION GUIDE

TECHNICAL QUALIFICATIONS, EXPERIENCE & APPROACH. The proposer must address all items (below) and provide, in sequence, the information and documentation as required (referenced with the associated item references). The proposer must also detail the response page number for each item in the appropriate space below. A Proposal Evaluation Team, made up of three or more State employees, will independently evaluate and score the response to each item found below. Each evaluator will use the following whole number, raw point scale for scoring each item:

0 = little value 1 = poor 2 = fair 3 = satisfactory 4 = good 5 = excellent

The Grant Coordinator will multiply the Item Score by the associated Evaluation Factor (indicating the relative emphasis of the item in the overall evaluation). The resulting product will be the item's Raw Weighted Score for purposes of calculating the section score as indicated.

RESPONDENT LEGAL ENTITY NAME:		WorkForce Essentials, Inc.			
Response Page # (Respondent completes)	Item Ref.	Section C— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
Page #3	C.1.	Provide a narrative that illustrates the proposer's understanding of the State's requirements and project schedule.		1	
Page #3-4	C.2.	Provide a narrative that illustrates how the proposer will complete the scope of services, accomplish required objectives, and meet the State's project schedule.		2	
Page #4-5	C.3.	Provide a narrative that illustrates how the proposer will manage the project, ensure completion of the scope of services, and accomplish required objectives.		2	
Page #5-6	C.4.	Provide a description of the proposer's experience at each of the following: <ol style="list-style-type: none"> 1. Assessing an individual's job compatibility and connecting individuals on career paths that lead to sustainable income based on the labor market needs; 2. Facilitating job search efforts for individuals that lead to employment; and 3. Preparing individuals for entry and/or re-entry into the work place. 		3	
Page #6-7	C.5.	Provide a description of the proposer's experience in assessing and providing job services to individuals that have limited or no proficiency in English.		2	
Page #7-8	C.6.	Describe the proposer's approach to career coaching, detailing the types of job retention services the proposer will offer to populations that traditionally have had difficulty sustaining employment.		3	
Page #8-9	C.7.	Describe the proposer's existing relationships with local American Job Centers, WoRC Readiness Component (WoRC) Operators, and other appropriate community partners that can connect individuals with employment		2	

RESPONDENT LEGAL ENTITY NAME:		WorkForce Essentials, Inc.			
Response Page # (Respondent completes)	Item Ref.	Section C— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
		opportunities.			
Page #9-10	C.8.	Describe the proposer's existing relationships with vocational training programs, certificate programs, apprenticeship programs, or the like.		2	
Page #10	C.9.	Describe the proposer's approach to identifying high demand fields offering increased wage opportunities and assisting individuals in aligning their skills and training with these fields to take maximum advantage of employment opportunities.		3	
Page #11-13	C.10.	Describe proactive measures the proposer intends to implement to assist individuals to overcome barriers to employment such as mental or physical health challenges, history of substance abuse, criminal history, transportation difficulties, lack of work experience, etc. Discuss 1) the process by which individuals will request supportive services from the proposer to address such barriers, and 2) the proposer's process for requiring and tracking receipts for such supportive services.		3	
Page #13-14	C.11.	Describe the proposer's quality assurance processes and related infrastructure. Explain the proposer's internal monitoring processes for financials, including case documentation. Describe the frequency of internal monitoring reviews and what strategies the proposer will apply to improving service delivery and utilization control.		2	
Page #14-15	C.12.	Describe the proposer's approach to monitoring individuals' participation in core and/or non-core work activities.		2	
<i>The Solicitation Coordinator will use this sum and the formula below to Total Raw Weighted Score: calculate the section score. All calculations will use and result in (sum of Raw Weighted Scores numbers rounded to two (2) places to the right of the decimal point. above)</i>					
Total Raw Weighted Score Maximum Possible Raw Weighted Score <i>(i.e., 5 x the sum of item weights above)</i>					X 50 <i>(maximum possible score)</i> = SCORE:
State Use – Evaluator Identification:					
State Use – Grant Coordinator Signature, Printed Name & Date:					

GRANT FUNDING ANNOUNCEMENT ATTACHMENT E

SCORE SUMMARY MATRIX

	<i>PROPOSER NAME</i>		<i>PROPOSER NAME</i>		<i>PROPOSER NAME</i>	
GENERAL QUALIFICATIONS & EXPERIENCE (maximum: 50)	WorkForce Essentials, Inc.		WorkForce Essentials, Inc.		WorkForce Essentials, Inc.	
<i>EVALUATOR NAME</i>						
<i>EVALUATOR NAME</i>						
<i>EVALUATOR NAME</i>						
	AVERAGE:		AVERAGE:		AVERAGE:	
TECHNICAL QUALIFICATIONS, EXPERIENCE & APPROACH (maximum: 50)	WorkForce Essentials, Inc.		WorkForce Essentials, Inc.		WorkForce Essentials, Inc.	
<i>EVALUATOR NAME</i>						
<i>EVALUATOR NAME</i>						
<i>EVALUATOR NAME</i>						
	AVERAGE:		AVERAGE:		AVERAGE:	
TOTAL PROPOSAL EVALUATION SCORE: (maximum: 100)						
<i>Grant Coordinator Signature, Printed Name & Date:</i> 						

STATEMENT OF CERTIFICATIONS AND ASSURANCES

The proposer must sign and complete the Statement of Certifications and Assurances below as required, and it must be included in the proposer's proposal.

The proposer does, hereby, expressly affirm, declare, confirm, certify, and assure ALL of the following:

1. The proposer will comply with all of the provisions and requirements of the Grant Funding Announcement.
2. If selected, the proposer will provide all services as defined in the Scope of the Grant Funding Announcement Attachment A, *Pro Forma* Grant Contract for the total Grant Contract Term.
3. The proposer accepts and agrees to all terms and conditions set out in the Grant Funding Announcement Attachment A., *Pro Forma* Grant Contract.
4. The proposer acknowledges and agrees that a grant contract resulting from the Grant Funding Announcement shall incorporate, by reference, all proposal responses as a part of the Contract.
5. The proposer will comply with:
 - (a) the laws of the State of Tennessee;
 - (b) Title VI of the federal Civil Rights Act of 1964;
 - (c) Title IX of the federal Education Amendments Act of 1972;
 - (d) the Equal Employment Opportunity Act and the regulations issued there under by the federal government; and,
 - (e) the Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government.
6. To the knowledge of the undersigned, the information detailed within the proposal submitted to this Grant Funding Announcement is accurate.
7. The proposal submitted in response to this Grant Funding Announcement was independently prepared, without collusion, under penalty of perjury.
8. No amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the proposer in connection with this Grant Funding Announcement or any resulting grant contract.
9. The proposal submitted in response to this Grant Funding Announcement shall remain valid for at least 120 days subsequent to the Response Deadline established in Section 5 of the Grant Funding Announcement and thereafter in accordance with any grant contract pursuant to the Grant Funding Announcement.
10. The proposer affirms the following statement, as required by the Iran Divestment Act Tenn. Code Ann. § 12-12111: "By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to §12-12-106." For reference purposes, the list is currently available online at:
<https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/library-/public-informationlibrary.html>.

By signing this Statement of Certifications and Assurances, below, the signatory also certifies legal authority to bind the proposing entity to the provisions of this Grant Funding Announcement and any grant contract awarded pursuant to it. If the signatory is not the proposer (if an individual) or the proposer's corporate *President or Chief Executive Officer*, this document must attach evidence showing the individual's authority to bind the proposer.

DO NOT SIGN THIS DOCUMENT IF YOU ARE NOT LEGALLY AUTHORIZED TO BIND THE PROPOSER

SIGNATURE: _____

Marla W. Rye

PRINTED NAME & TITLE: Marla W. Rye, President

DATE: May 1, 2019

PROPOSER LEGAL ENTITY NAME: Workforce Essentials, Inc.

A1. Statement of Certifications and Assurances

GFA Attachment C, Statement of Certifications and Assurances is included before the proposal sections and is signed by Marla W. Rye President of WorkForce Essentials, Inc. She is empowered to bind this organization to the provisions of this Grant Funding Announcement and any resulting contract and has signed without exception or qualification.

A2. Statement of Possible Conflict of Interest

Based upon our reasonable inquiry and knowledge as of today, May 1, 2019, neither WorkForce Essentials, nor any of its employees who will perform work under the grant contract have any known or possible conflicts of interest with the State of Tennessee.

B1. Contact Information

The authorized contact person for WorkForce Essentials, Inc. regarding the proposal of this contract is:

Natalie McLimore, Vice President of Family Services
nmclimore@workforceessentials.com
523 Madison Street, Suite A
Clarksville, TN 37040-3619
Phone: 931-905-3509 Fax: 931-551-9026

B2. Form of Business

WorkForce Essentials, Inc. (WEI) is a Non-Profit 501 (C) (3) Corporation with its headquarters located at 523 Madison Street, Suite A, Clarksville, TN 37040-3619.

B3. Years in Business

The Proposer, WorkForce Essentials, Inc. (WEI) incorporated in 1992. WorkForce Essentials, Inc. has been in business for twenty-seven (27) years.

B4. Years Providing Goods and Services Required

In 1992 WorkForce Essentials was incorporated to provide employment and training services to job seekers in Tennessee. For *twenty seven years*, WEI has assisted tens of thousands of Tennesseans in becoming self-sufficient through education, training, career coaching, job placement assistance, and follow up services. In 1995, WorkForce Essentials was one of the original contractors to the Department of Human Services in the *JobsWork* program. WEI has been a committed and successful partner with DHS operating the Families First/TANF program

since its beginning in 1996. For the past twelve years WEI has delivered case management, placement assistance, and follow up services to DHS customers across a thirty-five county region. ***WEI staff have placed thousands of TANF customers into successful, meaningful employment.***

WorkForce Essentials has been a contractor to the Tennessee Department of Labor and Workforce Development for 27 years, first administering the Job Training Partnership Act, Workforce Investment Act and now the Workforce Innovations and Opportunities Act across Local Workforce Development Area 8, and now the Northern Middle Region made up of thirteen counties. The scope of services performed under this grant consists of training, job readiness assistance, career coaching, job placement, follow up and retention services. For the past five years WEI has met and/or exceeded all performance standards associated with this grant and rank in the top Workforce Areas in the state and nation.

B5. Number of Employees, Client Base, Location of Offices

WorkForce Essentials, Inc. is responsible for delivering services for thirty six counties encompassing current DHS Districts 5, 6 and 7. In addition, WIOA Title I and Title II (Adult Education) are provided in the 13 counties of the Northern Middle Local Workforce Development Area. WorkForce Essentials employs 221 professional staff to serve the various programs operated in 41 Tennessee counties. We have a dedicated staff of 29 that work directly to serve the TANF client base of approximately 800 clients in current Districts 5, 6 and 7. WEI maintains office locations in twelve American Job Centers, of which four are comprehensive centers and eight are affiliate Centers in the Northern Middle Tennessee area. WEI staffs 36 Families First offices, full and part-time; WEI has partnered with other LWDA areas and are co-located in 16 AJC's to best serve our customers. We also hold stand-alone offices or share a lease/space with additional agencies in 20 other counties.

B6. Mergers, Acquisitions, or Change

Workforce Essentials was incorporated in 1992. No mergers, acquisitions or sales have been made by, for, or with the company in the last 10 years.

B7. Statement Regarding Felony and Nolo Contendere

Neither WorkForce Essentials, Inc. nor any of its employees, agents, independent contractors, or subcontractors proposed for this contract to the best of our knowledge, have been convicted of, pled guilty to, or pled *nolo contendere* to any felony.

B8. Bankruptcy or Insolvency

In the last 10 years, WorkForce Essentials has not filed bankruptcy, had any insolvency proceedings, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors.

B9. Litigations

No material, litigation has been filed or is pending against Workforce Essentials, Inc. which would affect its ability to meet grant contract requirements pursuant to the Grant funding Announcement or would have material adverse effect on WEI's financial condition.

B10. Securities Exchange Commission Investigations

WorkForce Essentials is a 501 (c) (3) Corporation that provides education and training services to the community in the form of workforce development. The Corporation has no stock owners and is not publically traded. No SEC investigations have ever taken place.

Section C Technical Qualifications, Experience & Approach Items



C1. Understanding of State's Requirements and Project Schedule

WorkForce Essentials, Inc. (WEI) fully understands the State is seeking a contractor to meet the primary goals of Employment and Case Management Services (ECMS) focusing on empowering families towards achieving economic stability based on the four core components of the Two-Generation approach and TANF Work Requirements. WEI's proven success of coaching families towards greater levels of self-sufficiency through Educational Success, greater access to Workforce Development while increasing their Economic Assets, improving the families overall Health and Well-Being, and building positive resource networks which increases their Social Capital is all interwoven to decrease families' dependency on public assistance.

WEI has a clear understanding of all deliverables A.1 through A.48 as identified in the ECMS Scope of Services. Our current outstanding relationship with our local DHS offices and LWDA's allows for a seamless transition into this contract. We have a great rapport with both our local employers and the community in each county within all five Regions proposed.

Workforce Essentials stands ready to deliver services in **Northern Middle, Southern Middle, Upper Cumberland, Northwest, and Southwest Regions**. WEI is eager to put into action our vast and extensive understanding of the state's requirements for the ECMS Scope of Services and the project schedule.

WEI's schedule of events listed below meets the State's requirements and project schedule for an implementation start date of July 1, 2019.

- ✓ May 21, 2019 - State Notice of Intent to Award Released.
- ✓ May 23, 2019 - State sends contract to Grantee for signature.
- ✓ May 31, 2019 - Grantee signature deadline, WEI- Returns contract.
- ✓ June 3-21, 2019 - WEI - New hire in-processing as needed.
- ✓ June 3-30, 2019 - WEI - Review existing infrastructure, renew and sign leases/MOU's as needed, new and existing staff in place, update technology as needed. Update transportation, support, work experience, community sites, and employer networks as needed. Finalize partner agreements, complete staff training and new contract updates.
- ✓ July 1, 2019 - WEI – Begin New Contract.

C2. Completing the Scope of Services, Objectives, and State's Schedule

WorkForce Essentials' strategies for the ECMS Scope of Services outlined are a combination of both experienced outcomes and innovative approaches to empower clients and their families to attain success and economic security. WEI has worked successfully with Tennessee TANF ECMS participants for the past 12 years and implemented the current Two-Generation approach in 2018 with proven success. Professionalism and a commitment

to excellence make us confident in the quality of services that will be delivered in the proposed five Regions upon award.

Utilizing the four key components of the Two-Generational approach Educational Success, WorkForce Development and Economic Assets, Health and Well-Being, and Social Capital; WEI will build upon existing services to complete the ECMS Scope of Services outlined, accomplish the required objectives and meet the State's project schedule. WEI has the resources and experience to deliver quality services in the proposed five Regions.

The trigger point for initiating client referral begins with the DHS Client Representative. Once referred to the Contractor, the client will immediately be scheduled for orientation with a WEI Career Coach for an in-depth assessment and interview to begin the development of an Individual Opportunity Plan. The assessment and development of the IOP will identify barriers and support needs, short and long term career and educational goals, and assist the Career Coach in determining the appropriate work activity to best meet the client's goals. The in-depth process is crucial to moving the client into unsubsidized employment and creating an environment of success.

As an existing ECMS Families First contractor, WEI has the infrastructure and procedures in place to meet supportive service needs and provide client incentive payments for those achieving specific and desired outcomes in education and employment related milestones. WEI has a detailed case file maintenance program along with a database system (Salesforce) to ensure compliance, performance, and management of all case files and required documentation.

We are proud of our reputation as a top performer with strong leadership, and we believe our clients are better served because of our commitment to excellence. WEI can assure the State that quality services will be delivered in a manner that reflects the high performance historically delivered by staff and partners. WEI has the staff in place with the necessary skills to meet the objectives laid forth in the ECMS Scope of Services. WEI has an aggressive strategy to ensure top performance and can confirm that the July 1, 2019 delivery of services is transitioned and implemented without delay for the five proposed Regions of **Northern Middle, Southern Middle, Upper Cumberland, Northwest, and Southwest Regions.**

C3. Managing the Project, Completion, Objectives within Schedule

Capitalizing on the 100+ years of combined workforce development experience, *WorkForce Essentials management team has the expertise to provide a flexible program model that will meet the client's needs in both a rural and urban environment.* As a *national award-winning* organization, WEI has consistently led Tennessee in Workforce Development initiatives, ECMS Families First Performance Outcomes, and Two-Generational successful events.

WEI delivers a strong, experienced, local management team and field staff, coupled with a comprehensive data management system in place to achieve the goals and objectives as outlined in ECMS Scope of Services.

The overall authority for the contract will rest with the Vice President of Family Services who reports directly to the President of WorkForce Essentials. The WEI President, VP of Family Services and Families First Program Managers have existing relationships with employers through regional economic development initiatives, professional business networks, and business services contacts. These existing relationships within business sectors, coupled with a company philosophy centered on exceptional service to clients, will be at the core of the business strategy to expand and provide Families First services across the proposed five Regions. WEI has the

ability and the desire to manage the proposed project to ensure delivery of quality services within the provided timeline. WEI has pre-existing infrastructure and staff in place and is ready to expand to Upper Cumberland to deliver the required scope of services, and is committed to adding infrastructure and staff where needed to successfully engage with Families First referrals beginning July 1, 2019.

C4. Proposer's Experience, Job Compatibility, Search, Entry/Re-Entry into Work

WorkForce Essentials, Inc. celebrates 27 years of experience working with a diverse client base and meeting individual employment needs. WEI is fully invested in the lives of the families we serve. WEI has delivered Workforce Development services, improving and enriching the lives of Tennesseans. WEI currently provides WIOA career services and Adult Education in the Northern Middle Region and DHS Employment and Case Management Services in current Districts 5, 6 and 7 that contain 36 counties.

1.) WEI begins assessing an individual's job compatibility from the initial orientation and throughout the development of the IOP. We work to guide clients and connect individuals on career paths leading to sustainable income. WEI uses a combination of assessments to fully explore, define and understand the client's wishes, interest, current skills, and needs. The use of the assessments and an in-depth interview will assist the client and the Career Coach with chosen areas "hot jobs" to meet labor market needs and assure job compatibility

The use of the **O*NET Career Interest Inventory** which every client will complete is a self-assessment career exploration tool that can help clients discover the type of work activities and occupations that they would like and find exciting. Clients identify and learn about broad interest areas most relevant to them. They can use their interest results to explore the world of work. Clients will respond to 180 work activity statements, uncover their top Realistic, Investigative, Artistic, Social, Enterprising, and Conventional interest areas, and review an extensive list of related O*NET occupations categorized by required preparation (the U.S. Department of Labor's five "job zones"). In-depth suggestions help individuals explore career options. A job information worksheet gives guidance for evaluating occupations and will help facilitate working with the Career Coach in developing their IOP. Not only is this assessment offered on paper, but WEI is able to administer this assessment online to provide printable results and allow for effective career interest research.

WEI's use of EMSI, Jobs4TN and BLS gives an overview of the labor market needs, but it is the partnership with the local American Job Centers that really assists in ensuring all job seekers are "in the know". WEI shares all employment related information and the same is shared from the AJC's. WEI shares Social Media post and regularly work together to host employment fairs specific to the field and jobs in need.

2.) Facilitating an effective job search that leads to sustainable employment has the largest impact for client success. The goal is to guide clients down their Pathway to Career Success. In order to do this, the activity of Job Search must be a planned activity with specific goals to meet each week that are identified in the assessment and with the development of the Individual Opportunity Plan or at any time throughout their journey with Families First. Each client engaged in job search receives specialized individual guidance from their WEI team of coaches each week to ensure maximum productive and measurable outcomes. By working with the client each week we are able to evaluate their successes and challenges they have faced to assist them on their path to not just a job but a career that can sustain the client and their family. WEI is located in several American Job Centers across our service delivery area or within just a short distance away which allows us to facilitate a partnership of Job Search where clients can benefit from first-hand knowledge of

opportunities in their chosen career pathway. Expert staff is always on hand to offer suggestions, additional job leads, and support for the continued job search.

3.) WEI recognizes that clients can become comfortable in their current lifestyle, whether they are unemployed or working and may not want to make a move into a new job or more hours. In working with his or her WEI team, the client will examine the benefits of wage and hour increases and how it impacts overall life and budget, assisting them in making the transition to successful employment. The WEI team is there every step of the way to assist in any challenges that may arise and to ensure the client does not fall back onto the system due to barriers that could have been addressed and resolved. WEI staff will continue to offer Employer Connections to our clients where employers come to WEI and the AJC to let clients know what they expect in an employee and how to get hired, conduct interviews, and may hire on the spot. WEI also has regular Job Fairs in conjunction with the American Job Centers and the Mobile TN Job Coach when available. We will not only coach the client in how to work with their employer, but will work with the employer to ensure the business's needs are met or exceeded, with the goal of increasing the client's wage or hours and effectively moving them off the system into self-sufficiency. For those who may have a criminal background the staff are trained to guide a client through the Federal Bonding program or for those with expungable offences WEI will assist them in working through the expungement process to increase their employability.

The WEI staff will offer the JIST curriculum Passport to Career Success; this curriculum provides our job seekers the opportunity to master the skills necessary to become successfully employed. The workshop topics include Social Media, Time Management, Professionalism, Teamwork, Resume, Job Search, Interviews, and Internships. The workshop can be delivered via in person workshops and also as sections via e-learning, which can be utilized based on the client's location, learning level, and needed Job Readiness Assistance.

In addition to the Passport to Career Success, WEI offers a variety of short 1-2 hour workshops on various topics to include: Dress for Success; Attitude, Gratitude, and Motivation in the Work Place; Work Reality Check; Do you have the time: Time Management how to balance work and home life; Need More Money: How to manage what you have and keep more for yourself; Education = Career: Do I need it and can I Afford it; Be your own Boss and Make Money Doing It. WEI has numerous community partners that also deliver short workshops based on client and community needs which are offered and encouraged for clients to attend. In addition to soft skills we are a partner of the YWCA Dress for Success that will assist clients in obtaining a wardrobe appropriate for interviewing and once they obtain the job will assist them in selecting a weeks' worth of appropriate attire to ensure clothing is not a barrier.

When WEI encounters a client that lacks experience, is unsure of their career path, or just needs a boost, they are offered a wide variety of work experience sites. Work experience will provide a client the skills necessary to get the job they want and need in the field they wish to train in. Employers in the WEI network have jobs to offer once the deficient skills are gained. It is an opportunity for both the client and the employer to prove they are a good fit for each other. In addition to utilizing our existing network, our Job Developers will continue to develop additional sites based upon the client's goals and interests. Once the FLSA calculation is determined and a site is established, our WEI team works with the client and the employer weekly to ensure success in the placement and to maintain open communication.

C5. Assessing & Providing job services ESL Experience

WEI recognizes that additional challenges are present for those individuals with limited or no proficiency in English that may present a potential barrier to success with compliance and in

employment. WEI utilizes the language line to assist in initial orientation and interview of the individual to determine the proficiency and the goals of the client. Staff are patient and culturally understanding of the client's circumstances. WEI provides a direct link to the local ESL provider and ensures the client makes the right connection to further assist in creating a cycle of success. WEI understands it is not enough to just utilize the language line and have recently partnered with the Nashville International Center for Empowerment (NICE). NICE offers six levels of ESL along with HiSET, Citizenship, Naturalization Services, Mental Health Assistance, and Youth Engagement programs. NICE offers assistance with our TANF paperwork and have onsite interpreters to navigate the job search with the client, Career Coaches, and their agency. With several employers on board to assist the ESL clients, challenges are being overcome and barriers removed. NICE is centralized in Nashville where we do find the highest concentration of individuals with limited English proficiency. NICE has agreed to assist us with other individuals outside their service area in all our proposed five regions as needed. Value added partnerships like these are essential to the success of the individuals. WEI works with and provides additional services to remove the fear of understanding and go above and beyond to ensure the sustainable success of the client.

C6. Career Coaching Approach

As a reflection of WEI's commitment to provide educated, highly qualified Career Coaches, we are proud to have over 40 staff who have earned their CWDP and are Certified Workforce Development Professionals as recognized by the National Association of Workforce Development Professionals (NAWDP). WEI maintains each certified staff members' membership and will continue to offer this professional development opportunity to new staff for certification. WorkForce Essentials feels it is important to have experience and education, and equally important to be certified in the field in which we serve. As CWDPs, WEI staff have a greater understanding of Workforce Development and its role in TANF along with being well versed in the Families First Contract deliverables. This guarantees success in our wraparound case management approach. In addition to certifying staff as CWDPs, several staff expanded their knowledge and became Global Career Development Professionals Certified by the Center for Credentialing and Education. ECMS staff have been ACE (Adverse Childhood Experiences) trained to assist in identifying events that may need further review and assistance by our partners at FFS. WorkForce Essentials, a leader in workforce development services, believes in continual staff development and the benefits provided to employees and the clients served.

Coaching is “an interactive process of exploring work-related issues – leading to effective action – in which the coach acts as both a catalyst and facilitator of individual and, in turn, organizational development and transformation.” (Career Coaching: An Insider's Guide, Marcia Bench).

By focusing on the five key components of Career Coaching as written by Marcia Bench; WEI is experienced to provide the best service delivery to individuals and lead clients to sustainable and retainable careers.

Individual Clients - The focus of coaching is on clients, their unique needs, and how to be of maximum service to them. Career Coaches are more attuned to each person's individual needs and how best to facilitate their forward progress.

Action - Coaching leads to action – period. WEI coaches draw the client out, ask probing, open-ended questions, and provide feedback based on observations of behavior and language.

Customization - WEI uses standardized assessments and forms, we are committed to customizing our approach by “meeting the client where he/she is.”

Results- In an environment of increasing accountability requirements, results are what counts. With coaching, the client is charged with taking action toward his or her desired results.

WEI has seen many roadblocks present challenges to individuals on their way to employment and in the retention of employment. WEI Career Coaches work closely with the client to ensure common barriers are eliminated before the loss of a job. Career Coaches, Job Developers and Family Resource Specialists step in to provide support to ensure the financial needs of the family are met and the employment continues. Because WEI works closely with our local community agencies and DHS offices, childcare crises are handled quickly. In the event childcare becomes an issue, we are able to provide each client with a list of local quality childcare providers and offer suggestions for alternative care. Clients who are experiencing trouble locating quality early childhood programs are guided by our FRS to programs that fit the parent's needs along with providing an uplifting educational environment for the child. Lack of reliable transportation is cited as the most common barrier to long-term employment among low-income families. WEI uses a vendor to provide re-loadable gas cards to each client to assist them with gas cost to and from activities. The gas card allows a client to get gas at their convenience at over 500 gas stations across the proposed five Regions. WEI also works with the local banking community and auto dealers to help connect families to low cost, reliable, low interest loans for vehicles to provide a financial asset to the working family. In addition to support, WEI develops a coaching relationship with the individual so they feel comfortable approaching us with any roadblock that may arise before they leave a job or are potentially released. On the front end of getting and keeping a job WEI ensures they have all the tools in their toolbox of what an employer wants which includes soft skills.

WorkForce Essentials is committed to providing a knowledgeable and trained staff. WEI conducts quarterly meetings with all staff to share ideas, gain new insights, and introduce new innovative approaches to the management of ECMS and to review procedures of daily operations. In addition to the quarterly meetings, localized meetings occur to aid in the development of cross county local network clusters. The use of conference calls and internal company email ensures all WEI staff are on the same page at all times. WorkForce Essentials maintains open lines of communication between staff and management and works to ensure all staff are aware of updates and/or changes as they occur which is essential to the success of the Career Coaches and the clients they serve.

C7. Existing Relationships with AJC & Community Partners

WorkForce Essentials has been delivering Career Services for the past 27 years within the American Job Center (Career Center) system; WIOA adult, youth and dislocated workers services, Adult Education, Wagner-Peyser Program, Vocational Rehabilitation and programs such as Veterans Programs, and Re-entry. The AJC services and ECMS TANF have established partnerships in all proposed Regions. WEI easily identifies individuals who may benefit from the services provided at the AJC due to the cross-training of staff and co-enrollment opportunities. WEI has had over 400 co-enrollments over the past year between WEI ECMS and AJC services.

WEI ECMS in partnership with WIOA has developed numerous paid work experience sites for participants who are co-enrolled with WIOA. These sites assist those individuals with little to no work experience with an opportunity to earn and learn. Paid work experience is also one of the 14 program elements under the WIOA youth program and is a planned, structured learning experience and specifically provides youth with an opportunity for career exploration and skill development.

WEI will continue to cultivate these relationships and develop more to further assist our clients in becoming self-sufficient through our ever expanding network. Because of our American Job Center partnerships, the on-going work with the MOUs has been an easy one for WorkForce Essentials. WEI currently has existing MOU's with five Regions. WEI is already established as a provider with a solid history of leveraging partnerships and resources to provide the highest level of service to our clients and communities.

WEI is physically integrated in 16 of the American Job Centers which has facilitated our successful partnerships across the Regions we serve. WEI has been extensively involved in the development of the Regional Plans in our covered areas along with active participation in Regional Partner meetings for both consortium meetings and partner staff trainings at the AJC. At all Regional meetings WEI ensures that our local DHS representatives are also at the table and in current Districts 5, 6 and 7, our partners, Rolisa Ethridge, Tammi Crawford and Kimberly McDaniel can always be counted upon to be present and provide insight.

WEI has proven and established relationships with the **Northern Middle, Southern Middle, Northwest, and Southwest Regions**. WEI currently serves on the Middle Tennessee WIOA Regional Planning Committee with representatives from Upper Cumberland, Southern Middle and Northern Middle Workforce Areas. We will work closely with the Committee members to align our services in all areas. If awarded the Upper Cumberland Region, we will rely on our partnership with Becky Hull, WIOA Executive Director to fully incorporate our program into their AJC system.

WEI understands that to serve our clients in our five proposed Regions we must have partnerships with both the AJC's and within the communities we serve. Through our community and AJC partners we have co-hosted, hosted, shared or delivered information for over 398 events, workshops, employment events, and notices that encompass a part of the Two-Generational supports and this is just within the first quarter of 2019!

C8. Existing Relationships with Voc. Ed. & Others

WEI provides intensive educational guidance utilizing Career Pathways and local labor market data (with an intentional focus on growth sectors) to determine a clear education path for the individual. Career Coaches, along with WIOA partners, assist the client in completing and filing the mandated FAFSA and accessing the Tennessee Reconnect last dollar scholarships and Drive to 55 assistance to assist, or in many cases, cover the cost of higher education. WEI provides a support system to enroll the participant into their school of choice along with providing monthly participant check-ins to encourage continuous progress. Partnerships have been developed and will continue to be expanded upon to allow for on-site tutoring as needed for students. WEI currently hosts and partners with local Educational Fairs to increase the opportunities for clients and bring the information to clients in a comfortable environment. WEI understands the lives of busy families and how overwhelming the educational opportunities presented at a fair can be and have provided educational activities for the children of families so that parents can feel supported while researching their educational goals.

One of WEI's valued partners, TCAT, Tennessee College for Applied Technology has provided educational services to many of our clients and currently WEI supports along with TCAT approximately 60-100 ECMS clients per month that are enrolled in various trainings. TCAT programs lead to sustainable wages tracking many at over \$15.00 an hour, more than the stated Tennessee livable wage. Another advantage of being a partner in the AJC system, is the accessibility of WIOA Title IV, Vocational Rehabilitation. A referral system is designed to assist clients to meet their needs. In addition, Workforce Essentials serves as an Employment

Network through the Social Security's Ticket to Work program. WEI has numerous partnerships such as K-12, Headstart, local county Health Departments and Community Action Agencies.

C9. Approach to Identifying High Demand Fields & Wage Opportunities

Workforce Essentials utilizes Economic Modeling Specialist, EMSI for the most recent analytics providing access to data sets on education programs, occupations, industries, growth, wages, and demographics specific to the region. EMSI focuses on the student to employment journey by using labor market data to connect and inform people, clients and businesses. WEI leadership remains connected to the needs of the local workplace through long-established relationships with business and industry leaders and active involvement in Economic Development and Chamber of Commerce efforts throughout the Regions. EMSI, Jobs4tn.gov and BLS further assist our team in anticipating the needs of employers and what job skills our clients may need to progress and increase their marketability.

WEI has identified a few industries that have a bright occupational outlook in the Regions with higher livable wages for individuals. Healthcare, Manufacturing and Information Technology are in the top three with a supply of jobs waiting to be filled with skilled workers. While there are several other occupations that are in demand they currently do not meet the higher livable wages necessary, such as many of the personal service professions; food service, cosmetology, retail, and labor professions. WEI is able to show clients the benefits of seeking out an in demand career by using a model of potential lifetime earnings for occupations.

While the largest employer in Tennessee is the Healthcare industry, the bright outlook for Healthcare encompasses Doctors, Nurses, Therapist, Home Health, EMT's, Diagnostic Services, on the other spectrum is everything it takes to keep the industry running such as Computer Systems Analyst, which includes Data Analytics and Social Media occupations. Another hot industry is the manufacturing of today. It is not the dirty, hot work one may have in mind but the increasingly technical and robotic manufacturing that Tennessee has been working to attract. The addition of employers such as LG, Hankook Tires and Beretta have all emphasized the need for technical skills and provide for non-traditional employment opportunities for clients.

WEI utilizes Salesforce, a database system, to track all of its clients at any given time. This system allows real time data on clients to include the ability to extract data for an employer specific project or need in identifying LMI for a specific area. For example, we can identify how many clients have a Nursing Assistant Certification who can be referred to an employer with that specific need. WEI may also identify how many clients are in the process to complete a degree in a particular field and support those clients to ensure they have adequate support toward success and completion. We simultaneously market those clients to employers so clients may graduate with a position available for them in their chosen field of study.

Our Job Developers are members of the American Job Centers Business Services Teams and regularly meet, participate, and facilitate in weekly and monthly meetings. This keeps WEI on the forefront of assisting individuals aligning their skills to take maximum advantage of employment opportunities. With the expanded use of social media, WEI gives clients first priority access to hot job postings in real time. WEI cultivates relationships with employers across all Regions and continues to have employers come to us to meet their hiring needs. WEI takes pride in matching the clients' skills to the employers needs to ensure the likelihood of long-term meaningful employment.

C10. Proactive Approach to Assist Individuals Overcome Barriers

WorkForce Essentials has assisted clients on AFDC (now TANF) through various State contracts since its inception and has provided the Department of Human Services Employment and Case Management Services for the past 12 years. Over the years there have been many changes implemented to better serve Tennesseans within the program. As the state began to work toward a new service delivery model that is consistent with the Two-Generation approach, WEI was involved and on board from the beginning. The State began to conduct collaborative meetings to get all agencies on the same page and incorporate a focus on strengths based perspective within Two-Gen. With the decline of the TANF caseloads, all contractors sought a way to achieve the desired results while working within the framework of the TANF program. Immediately WEI recognized while we were successfully assisting the client and moving the family forward, more could be done to identify the strengths of the entire family and to expand upon the client-centered approach to ensure that clients and families are not transactions of a required process, but interactions that grow and develop into positive outcomes for the client and family.

WEI identified the need for a specialist to connect the family to community resources and address identified barriers not related to assistance provided by Family Focused Solutions Counselors. WEI developed the position of Family Resource Specialist which is now a part of the ECMS Scope of Services. The FRS meets the family where they are and is a true coach and provider of the outreach services a family may need. The FRS makes the connections necessary to walk the family through the barriers that are presented and empowers them to overcome and rise above those barriers. The addition of the Family Resource Specialist position to the model has proven very successful.

WEI staff are trained to identify barriers to employment such as mental and health challenges and with the assistance of the FRS, referrals to Family Focused Solutions and other agencies, barriers can be resolved or improved. Criminal history, a history of substance abuse, possible domestic violence, or lack of work experience all have avenues that can be alleviated with further in-depth engagement by FRS and appropriate partners.

As the ECMS contractor in the five proposed Regions we will continue to provide available resources to our clients that meet their needs to include but not limited to: housing, food banks, subsidies, community action agencies, health resources, tax information, and transportation options. Each month WEI is excited to identify and continually add community partners to service the needs of our individuals.

All support services are offered and explained to clients at the initial orientation and reviewed at weekly, monthly and other relevant contact points to ensure at any time a client is able to request a support. Individuals are also able to request a support upon turning in their weekly attendance log in a provided written section if they are unable to contact their WEI team member.

WEI's Specific Assistance to Individuals:

Re-Loadable Gas Cards, Public Bus Transportation, Van/Taxi Transportation.

Clients participating in work components who need transportation assistance will submit weekly timesheets to document activity participation along with any documentation required for the assigned activity. Each week gas cards will be uploaded and/or issued to those clients who are participating in work components. Each client will be issued \$3.00 per day that he or she

participated in a scheduled work activity. If a client is required to travel more than 40 miles or 45 minutes for employment or an activity they will be issued \$4.00 a day. WEI does not have clients attend work component activities outside the 40 mile or 45 minutes unless requested by the client. All gas cards are re-loadable electronically and are loaded every Saturday for the prior week completed. This allows for administrative processing time and for our Career Coach to enter the attendance for the client weekly.

Our Career Coach will enter an 802 activity in ACCENT, the State's system of record, along with an entry into our internal Salesforce system in order to generate a card or funds on an existing card. Documentation of the card issuance will be printed and both the client and the Career Coach will sign the document prior to it being placed in the client file. The first time the card is issued, the client picks up the card and signs for it, along with instructions and locations for its use. The reloadable cards can only be used for gas. The process allows for all monies to be controlled administratively while avoiding the liability of housing money in field offices. WEI maintains access to records of the time, location, and detailed purchase reports for each card to ensure proper card use. If an issue or concern should arise, WEI is able to act immediately from the administrative office. At any given time, WEI has access to which clients have cards, whether or not cards have been used, and who is due a re-issuance of card funds.

Currently in three of the larger counties located in Northern Middle and Southwest Regions there is a public transit available option for the client. Where applicable, Career Coaches will generate a bus pass referral to the local transit transportation vendor and the vendor will then issue a monthly bus pass. The vendor bills WEI monthly for the issued bus passes. In these three counties the local office also maintains a number of daily bus passes to allow the client to ride to the transportation hub to pick up the monthly pass which is tracked and reported.

If a client has no viable means of transportation, a Career Coach will work with the client and the local transportation provider, to facilitate transportation to and from the client work component work site.

Other Supports - Support services are available to clients as outlined in the ECMS Scope of Services to assist in meeting the requirements of the individuals work activity. Support services can also be provided to remove barriers identified in the client IOP or identified in working with the client. The Career Coach will work with DHS Client Representatives to provide support that is appropriate for the client to remove barriers.

Incidental expenses related to a client's participation in employment or a work activity can be covered if deemed necessary by the Career Coach prior to expenses being incurred. Incidental expenses would include items related to barriers identified by the Career Coach or client which would prohibit the client from successfully fulfilling work experience or required community service, or which would prohibit the client from transitioning to or obtaining unsubsidized employment. Examples of incidental expenses are things such as automobile repair, eye care, dental care, tools, and professional or work clothing.

The Career Coach will identify and approve incidental expenses and will send the request to the WEI administrative office. All community resources will be reviewed and exhausted prior to any support services being obligated and expended, but will not delay any service needed by the client. Clients will be given an approved list of community vendors who may provide support such as auto repair, dental services, and optical services. If auto repair support service is requested, the Career Coach will instruct the client to request a detailed estimate that includes the year, make and model of the vehicle. The vehicle registration is verified to confirm that the

vehicle is currently registered in the customer's name, has liability insurance, and that the client has a valid driver's license. Only major mechanical repairs will be approved based upon the Scope of Services. All repair estimates must be itemized, and the cost must not exceed the value of the vehicle.

All support services are issued from the WEI administrative office to ensure vendors are receiving correct purchase orders. WEI has an extensive vendor list to ensure support services are handled quickly and efficiently. WorkForce Essentials will issue support services based on the contract amounts provided by the State for no more than the maximum allowable amounts for vehicle repairs, dental work and optical services. All other support service amounts will vary, depending on the support given and the need. Fees for testing are based on the school provided amounts. At no time is the client directly paid for a support service; all support is issued through a vendor or administrative account.

All support services are tracked via our internal database (SalesForce) and also noted in the State system of record, ACCENT, at the time of request and time of service. WEI utilizes support service reports to manage the support service details for accountability and compliance, and to report to the State.

C11. Proposers Quality Assurance Processes

WEI utilizes an internal monitoring system to ensure compliance, performance, and management of activities for this ECMS contract. Procedures include reviewing, monitoring, and evaluating physical files, internal data base and entry into ACCENT using a 27 point management system to ensure accuracy. WorkForce Essentials Quality Assurance Monitoring (QAM) Team is responsible for internal monitoring. Monitoring reviews are conducted at a minimum of three (3) times a year. The QAM Team will review all clients referred by monitoring the case file, the State's system of record, ACCENT, and the client case management program, Salesforce. Upon completion of the monitoring visit the QAM Team will conduct an exit briefing to discuss any findings and then complete a monitoring site visit summary. Once the monitoring site visit summary is completed the staff will have ten (10) business days to address each item listed as observations and findings.

WEI uses the internal audit results to improve processes and build quality into operations. This system provides regular updates, best practices, and quality reviews to assist and train staff. Audit results are also used in yearly performance evaluations emphasizing the importance of quality services. WEI also gives each client a confidential survey that is entered into Survey Monkey for tracking to ensure client satisfaction at all points of WEI ECMS service.

WorkForce Essentials is a current contractor for the ECMS Families First program and is knowledgeable and experienced in entering data into ACCENT. WEI staff currently enter all information into the State's system of record, ACCENT, within the specified amount of time for each entry as required. However, WEI strives to enter all data, documentation, and case information daily to ensure all case management is valid and current. WEI checks ACCENT alerts daily to stay abreast of client case notifications and changes.

The WEI process is very thorough and structured to ensure consistency across our Regions. Each file in the WEI service area is set up the same way in a four part file folder that contains the required WEI information in each section as well as other client specific information. In the front of each customer file there is a sheet entitled "Work First File Checklist". This tool, utilized by WEI staff, ensures that the required documentation is in each file and identifies the documentation to be kept in each

section of the file. The checklist also greatly assists the State and Federal monitors when reviewing files.

WEI QAM pulls the most recent caseload report available and transfers this data to the personalized audit spreadsheet. WEI's team designed this accountability process to cover all categories of monitoring checked by the State when reviewing ACCENT and our physical files. As the contract requirements change, this form is updated to reflect the new information. All files, whether they are currently active or in a closed status, are meticulously checked in ACCENT for accuracy. All CLRC notes from the previous three months are read to ensure that documentation for the client's activities, support services, and required contacts have been correctly documented in the State's system, ACCENT.

The Quality Assurance team meets regularly to discuss findings, best practices and to identify common areas of concern. Recurring errors are investigated to determine how best to help our staff lessen these findings and increase accuracy in the area of concern. At each quarterly staff meeting, the Quality Assurance Team discusses new techniques and avenues of achieving the best accuracy percentages possible using proven techniques and best practices. WorkForce Essentials strives to have impeccable audits by both the state and federal reviews each year. We continuously make improvements to ensure all policies and procedures are followed and maintained across all of our counties.

Workforce Essentials, Inc. has an independent audit each year to ensure financial compliance. The independent financial audit statement reflects the most recent completed audit period ending June 30, of the current fiscal year.

C12. Proposers Approach to Monitoring Individuals' Participation

WEI has a clear understanding of the requirements for each individual's participation in core and or non-core work activities. WEI has conducted trainings with staff along with the State provided trainings to ensure client participation is monitored closely to ensure all policies and procedures are followed to meet the standards for State and Federal audit reviews.

In order to monitor participation, WEI will ensure the client has a clear understanding of the requirements for example.

- ✓ WEI will convey the importance of documentation, attendance, and communication with their WEI team and how to achieve their IOP goals. WEI will explain how to fill out required documentation and what WEI needs from the client to stay in compliance.
- ✓ WEI will explain what will happen per EMCS contract requirements if a client becomes non-compliant and how WEI will make every effort to keep the client in compliance by offering extended hours, drop boxes for documentation, email access to Career Coaches, and text alerts as reminders.
- ✓ WEI will review the DHS policy and procedures with the clients as reviewed by the DHS Client Representative to further ensure understanding.
- ✓ WEI will review how the client and the WEI team can maintain an open line of communication to ensure continued compliance.
- ✓ WEI help the client with achieving success.
- ✓ WEI will explain supports that are available to clients, such as transportation and other support that may assist them in their work activity. WEI will also explain how Family Focused Solutions will work, and where available will have FFS come in to give an overview of their services. WEI will also address any services that may be needed and provided by community resources.

- ✓ WEI will explain the services offered in each office such as computer labs, job search assistance, workshops, and individual services to assist them in reaching their goal.
- ✓ WEI will explain each work activity and how each one would fit into the clients' goals if they are not currently working to assist them in becoming employed or enter into training. If the client is working, WEI will go over how we will assist them in gaining skills to earn an increase in wage, an increase in position, or a new position with a different employer.
- ✓ WEI will start the process of how to begin to develop the client's Individual Opportunity Plan. WEI will review the assessment process and depending on the number of clients, will begin to have clients take the assessments and start required paperwork such as release forms. Clients will also learn how to complete an attendance record.

While this is just an overview it is imperative to ensure the client understands the program in order to be successful. Every case is thoroughly reviewed to ensure compliance.

WEI's service model takes into account that a client must be engaged in a minimum of thirty (30) hours per week in a combination of core or non-core activities. Twenty (20) of the total thirty (30) hours will be in core activities. Non-Core activities will not exceed 10 hours of the required 30 hours of participation per week.

WEI provides each client with an attendance log to be turned in each Friday (no later than Monday) of the following week. Attendance is entered as it is received into ACCENT. For clients in the Job Search Job readiness activity, a log will be submitted for verification along with documentation to support the required hours assigned. Any absence will be documented and recorded on the attendance log and the client absence form. Holiday hours will follow the State's holiday policy for the allowable 10 holidays a year.

One of the most important areas WEI analyzes is the client timesheets. The staff check that each week's timesheets are in the file and completely filled out with required signatures and hours. These timesheets are then checked against AEPAM to ensure complete accuracy of the data entries. If the client has any excused or unexcused hours then staff are required to attach necessary absence documentation to each timesheet. WEI strives to ensure the client is active and does not miss more than 16 hours before initiating a conciliation process.

Whether WEI is serving rural West Tennessee, Middle Tennessee, South Central, Nashville Metro, or Upper Cumberland, clients experience the same level of quality service across the WEI delivery area due to the consistency offered from each office. Each client receives the same level of service, the same orientation and paperwork ensuring documentation is clear and concise for the client regardless of location. The entire team: Career Coaches, Job Developers, Family Resource Specialists, Data Support, and Program Management are all available to support the client at any time at any WEI location.